



*Danville*  
*Fire*  
*Department*

*Strategic*  
*Plan*

July 2015

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*Introduction*

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As the City of Danville works to rebrand itself with technology, innovation, and downtown revitalization, the Danville Fire Department (DFD) remains ever committed to the highest level of service to our community. In 2015, we proudly announce that we have been awarded international accreditation through the Center for Fire Accreditation International. As our community continues to change, so does the demand for our services. Achieving accredited status validates that we are meeting the changing needs of our community, providing an unmatched level of transparency, and maintaining a framework for continuous improvement.

Gone are the days of merely responding to fires; the modern fire service has evolved to take on an “all hazards” approach to emergency response and often has equal focus on fire prevention and safety education. DFD hosts one of thirteen state-supported Level III Regional Hazardous Materials Response Teams and a local Technical Rescue Team trained in high angle, trench, confined space, structural collapse, vehicle extrication, and water rescue. The department operates from seven fire stations and has responsibility for Emergency Management and the City’s 911 Emergency Communication Center. Danville holds a Class 2 public protection classification from the Insurance Services Office and serves a population of approximately 43,000 throughout its 43 square miles.

This second edition of our strategic plan sets forth a comprehensive approach to our commitments and provides focus and direction. Fifty-seven percent of the initiatives outlined in our previous strategic plan have been completed or are ongoing with a program strategically designed to meet a targeted need. This edition also reflects a shift from a calendar year to a fiscal year in order to improve planning and budgeting efforts. The planning process has been challenging, but it has allowed our team to be actively involved in ongoing evaluations and initiatives. The vision and mission statements define our priorities and provide our team with clear direction. Additionally, this plan identifies the core values that embody how our team will strive to operate individually and collectively as we carry out the mission of the department. The goals, strategies, and

tactics presented will allow us to work toward our shared vision and be in tune with the priorities of our city government.

We extend our thanks and appreciation for the stakeholders who contributed their time, ideas, views, and support to this planning process. Through the hard work of our members and as part of our continuous effort to meet or exceed the expectations of those that we serve; I'm proud to present the DFD's 2015 strategic plan.

  
David Eagle, Fire ChiefDate: 7/15/15  
Ken F. Larking, Interim City ManagerDate: 12/9/15



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*Strategic Planning*

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According to the Alliance for Nonprofit Management, strategic planning is a management tool that helps an organization to focus its energy, to ensure that members of the organization are working toward the same goals, and to assess and adjust the organization's direction in response to a changing environment (Alliance for Nonprofit Management, n.d.).

In addition, the Commission on Fire Accreditation International Fire and Emergency Services describes strategic planning as a flexible, dynamic, and continuous process that

- provides short-term direction,
- sets goals and objectives,
- optimizes use of resources, and
- builds a shared vision.

For the Danville Fire Department, the establishment of a strategic plan is a deliberate effort to prepare for the future with a variety of goals, actions, and activities which unify management, employees, stakeholders, and customers.

The City of Danville has followed the strategic planning process recommended by the Center for Public Safety Excellence:

1. Organization planning meeting
2. Internal/external stakeholder engagement
3. Develop/revise mission statement, vision statement, and organization values
4. Conduct data analysis review
5. Establish target completion dates
6. Develop strategic goals, objectives, and initiatives/tasks
7. Finalize plan
8. Implement strategic plan
9. Monitor progress and revise plan as necessary.

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*Stakeholders*

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A successful strategic plan is the result of extensive input, assessment, discussion, and prioritizing by a group of stakeholders.

**Internal Stakeholders.** The input of all DFD personnel is valued and actively sought throughout the process of developing plans and identifying direction. At least twice a year, full shift staff meetings are held to share information, progress, and accomplishments; to discuss issues; and to review expectations and goals. Senior staff meetings are conducted quarterly, and these include an annual planning session.

Specific to the strategic planning process, an anonymous city-wide employee survey in the summer of 2009 revealed a number of strengths, weaknesses, and opportunities. This was followed by a directive from the Fire Chief in spring 2012 for each of the 21 fire companies (7 stations, 3 shifts) to submit observations, suggestions, and opinions on the department's mission, its core values, and perceived challenges, strengths, weaknesses, and opportunities. The results were combined, and senior staff met several times to review and discuss the feedback and to identify priorities. The consensus has been documented, presented during full staff meetings, adopted by the department, and published in this strategic plan.

**External Stakeholders.** DFD's external stakeholders are citizens, non-governmental support agencies, mutual aid agencies, fellow city department directors and employees, and the local governing body. Citizens frequently share feedback directly to DFD employees or via City Council members. There is also regular interaction with regional and state entities to review legislative policies, training standards, and industry trends.

City department heads meet together bimonthly as a group and individually on a monthly basis with the City Manager, in part to ensure that each department understands and supports the goals and objectives established by the administration and governing body. These are reflected in DFD's goals, which also contain strategies for formalizing and improving the community feedback process.

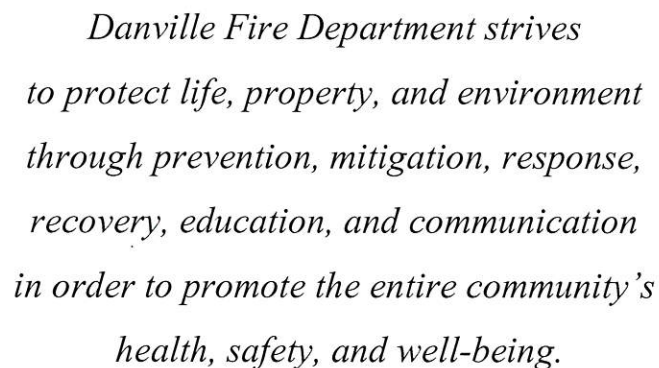
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*Mission and Vision*

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According to Mark Wallace in *Fire Department Strategic Planning*, an effective mission statement must contain three components: what functions the department performs, for whom those functions are performed, and how those functions are performed.

The modern fire department is expected to provide far more than fire suppression and rescue. After extensive review of employee survey feedback and discussions during full staff meetings, the Danville Fire Department updated its mission statement to the following consensus:



*Danville Fire Department strives  
to protect life, property, and environment  
through prevention, mitigation, response,  
recovery, education, and communication  
in order to promote the entire community's  
health, safety, and well-being.*

A successful organization can describe its optimal desired future state. In an article for Smart@Work, CEO Jannell Evans says a vision statement should “provide guidance and inspiration as to what an organization is focused on achieving.” DFD created a vision statement which encompasses everyday tasks and long-term improvements, defines the agency’s culture, and encourages personnel to focus on what’s important.



### *The Danville Fire Department's Vision*

***Our vision*** is to be recognized as an Internationally Accredited Fire Department and to be known for excellence in timely, courteous, effective service delivery to our community.

***Our workforce*** is honest, reliable, and dedicated to the highest ethical standards. We work hard to maintain a good reputation and to inspire public trust and confidence. We respect one another and the diverse community we serve. Our team will remain safe, skilled, and successful with comprehensive training and development opportunities.

***Our physical resources*** are managed responsibly and effectively. We explore new, more efficient technologies to improve the quality and scope of our programs and operational services. We strive for ongoing improvement and carefully plan our facility and equipment maintenance and replacement.

***Our leadership and workforce*** will hold one another accountable for fulfilling our mission, living our organizational values, and reaching our goals. All employees will value a professional atmosphere where cooperation is expected and involvement in decision making is encouraged. We will build strong relationships and collaborate with local, regional, and state partners and support agencies.

***Our community*** will know we care. We will proactively identify and analyze our community's evolving risks and needs to determine the best strategies for such dynamic demands. We will improve emergency preparedness and expand our response capabilities. We will keep each other and the public well-informed with complete, consistent, accurate, frequent, and clear communications.

***Our vision*** is to honor our community's trust, to continuously improve as an organization, to perform with integrity, and to consistently meet or exceed the expectations of our members and the community we serve.



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*Core Values*

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To better understand an organization and its strategic issues, it is critical to first identify the values those in the organization share. Shared values shape an organization and influence how its members face plans and challenges, both immediate and future.

Danville Fire Department supports the City of Danville's Employee Core Values and is committed to the city slogan of "We do the right things right." We share a dedication to the following core values:

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<b>Customer and Community Focus</b>	We value timely and exceptional service to the public, to our team, and to the city organization. We serve all in a caring, courteous, respectful, compassionate, and reliable manner. We work hard every day to improve the community's health, safety, and well-being.
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<b>Peak Performance</b>	We value effective and efficient service at the individual and team level. We support each other in being capable, knowledgeable, skilled, responsible, and accountable. We foster success and improvement.
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<b>Integrity and Transparency</b>	We value the trust and confidence of the public and of our team. We are committed to serving with honesty, trustworthiness, honor, loyalty, and ethical behavior. We strive to keep each other and the public well informed with frequent and accurate communication.
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<b>Diversity and Inclusiveness</b>	We value respect for diversity of people and belief. We give equal treatment to all in our team, our city organization, and our community. We do not tolerate discrimination.
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<b>Safety and Valor</b>	We value life. We take every precaution to prevent harm while facing threat, danger, and discomfort with courage and bravery. We treat each other as family, and we view the community as an extension of our family.
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*Services Provided*

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Though the community is aware of the fire department's emergency services in a general sense, many have little knowledge of the specialized services and extensive public education programs provided. These services align with the department's mission, core values, and objectives.

- Emergency Communication
- Emergency Management
- Fire Suppression
- Pre-Hospital Emergency Medical Services
- Hazardous Materials
- Hazardous Conditions
- Technical Rescue
- Public Services
  - Child restraint seat installations
  - Blood pressure checks
  - Non-emergency assistance
- Fire Prevention and Safety Education
  - Get Alarmed Danville
  - Safety House
  - Exit Drills in the Home
  - Injury Prevention
  - Fire Extinguishers
  - School Programs
  - Safety for the Elderly
  - Home Safety Inspections

For a detailed description of these services and how they are provided, please see the Danville Fire Department Standards of Cover, available on the city's website.

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*Accomplishments*

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The following strategic objectives and tactics were achieved since January 2014.

- *Develop and implement a strategy for soliciting community input and addressing customer expectations and priorities. Improve communications with the community.* Customer satisfaction surveys were distributed at several community events and the results used to evaluate public awareness of services offered, to rate customer satisfaction, and to refine survey content.
- *Evaluate and update fire prevention and life safety education strategies based on community risk.* Public education programs and Fire Watch episodes were customized to fit historic trends. Statistics were published in the annual report.
- *Achieve and maintain status as an internationally accredited agency through the Center for Public Safety Excellence.* DFD proudly accepted its accreditation status at the CPSE conference in March 2015.
- *Maintain a Class 2 rating through the Insurance Services Office.* ISO conducted an extensive investigation of the City's fire and water services during April and May 2015 and had no issues. The results will be announced in October.
- *Establish and strengthen community and regional partnerships. Evaluate and update Emergency Operation Plan and train with stakeholders.* During the 2014 update of the City's Emergency Operations Plan, letters of agreement and memorandums of understanding were reviewed and updated with ten external agencies. In addition, DFD hosted a multi-department, multi-agency table-top exercise March 26, 2015.
- *Ensure compliance with nationally recognized standards for call processing, turnout, and response times. Improve overall response times to requests for service.* Monthly emails summarizing call activity and performance were expanded with 90<sup>th</sup> percentile statistics and are sent to the entire department to maintain awareness. Actual one-year performance was calculated and published in the annual report.
- *Foster open communication within the department.* Multiple divisions evaluated and expanded their use of email, electronic calendars, document templates, and network

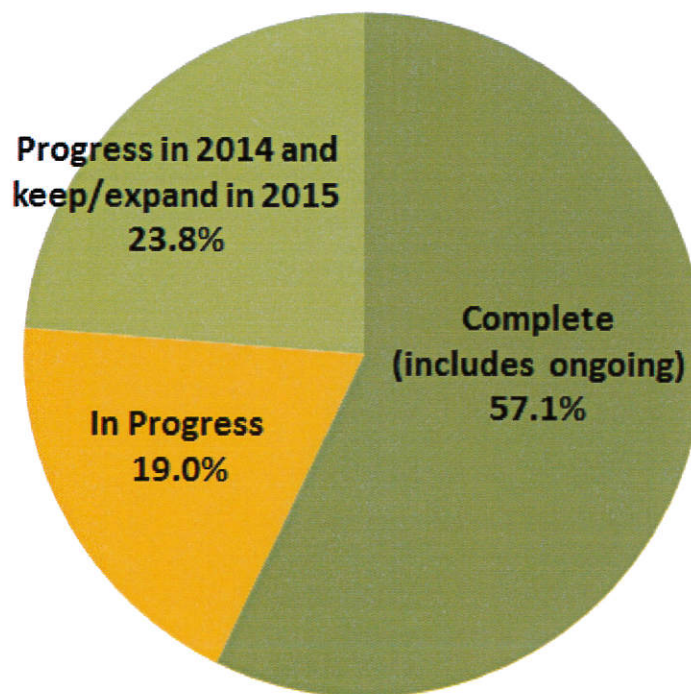


- file storage to facilitate clear and regular communication regarding meetings, procedures, assignments, and training materials.
- *Maintain department rules, regulations, guidelines, and policies which meet industry best practices and current regulation.* A project was initiated to review, revise, and expand the department's rules, regulations, and operating guidelines into a composite Policies and Guidelines. This project will take another twelve months to complete.
  - *Evaluate employees on clearly defined job-specific competencies.* Personnel began using the Talent Management System.
  - *Aggressively research and identify alternative funding opportunities.* Administrative staff found and applied for eight grants in 2014, and the results were published in the annual report.
  - *Develop a process to attract and recruit a competent and diverse workforce.* Recruitment strategy was evaluated and revised to reach a larger and more diverse audience in 2014 and first quarter 2015. This resulted in a 18% increase in the number of applicants.
  - *Provide training and mentoring which promote career development and ensure peak performance. Maintain basic skills, increase training opportunities, and encourage professional growth.* Company skills were formally tested department-wide for the first time in May 2015, and the results were integrated with employee evaluation. In addition, the Training Division has a project now under way to establish a program of self-directed learning and development for promotion. Telecommunicator certifications were reviewed and training was provided where appropriate.
  - *Create an employee health and wellness plan for personal development.* A newly established Health and Wellness Committee was very effective in evaluating the department's needs, proposing solutions, and developing fitness standards.
  - *Conduct a comprehensive evaluation of facilities, apparatus, and equipment to describe condition, to identify upcoming maintenance, and to propose improvements.* During the accreditation's assessment process, the Operations Chief reviewed and documented building, apparatus and equipment condition and replacement. The results were published in the annual report.



- *Improve emergency alert and communication protocols.* Administrative staff attended training on the use of webEOC reports and Telecommunicators were trained on use of the notification system.
- Enhance relationships with other response divisions, departments, and agencies. An exchange program was formalized and scheduled for dispatcher and firefighter “ride-alongs” and “sit-ins.”

#### Status Summary of January 2014 Strategic Initiatives



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*Critical Issues*

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A strategic plan involves intentionally choosing a desired future, setting goals that describe that future, and developing an approach to achieving those goals. Therefore, an organization must first be aware of its environment – both internal and external – and the issues and threats which may delay or prevent that future. Understanding these strategic issues is the main purpose of strategic planning and is therefore a key component.

The following issues were identified during an internal assessment and survey:

- Federal, state, and local mandates
- Continuous change in technology
- Personal and career development guidelines
- Deficiencies in transport availability and response times
- Budget and revenue limitations
- Public perception

## Strategic Initiatives

A plan cannot succeed without clearly defined priorities and actionable outcomes. The following initiatives provide department personnel with clear direction, address known and anticipated issues, and respond to the concerns of the community.

1. Advocate for a safer community.
2. Be recognized in the community and throughout the region as a leader in excellence for fire and emergency service delivery.
3. Practice good leadership and governance.
4. Implement a formal workforce development plan.

Specific strategies, tactics, and anticipated outcomes for each goal are also identified.

<b>Goal 1: Advocate for a safer community.</b>	
<b>Strategy 1A:</b>	Develop and implement a strategy for soliciting community input and addressing customer expectations and priorities.
<b>Tactics:</b>	1. Solicit feedback at regular opportunities such as the Citizen Academy, Community Day, public education events, and targeted organizational meetings; share that feedback with senior staff; and include that feedback in planning sessions.
<b>Leadership:</b>	Senior Staff; Fire Marshal's Office
<b>Review:</b>	A summary of external stakeholder involvement and feedback will be included in each release of the department's strategic plan.
<b>Strategy 1B:</b>	Evaluate and update fire prevention and life safety education strategies based on community risk.
<b>Tactics:</b>	1. Evaluate fire call reports for statistical trends and socio-economic factors to better target education and outreach.
<b>Leadership:</b>	Fire Marshal's Office
<b>Review:</b>	An annual report summarizing call frequencies by type, location, and census-based demographics and making education recommendations will be submitted to department administration.
<b>Strategy 1C:</b>	Participate in the City's blight reduction initiative with code enforcement activities.
<b>Tactics:</b>	1. Increase and enhance code enforcement activities, such as



	inspections, violations, and assistance in understanding corrections.
<b>Leadership:</b>	Fire Marshal's Office
<b>Review:</b>	An annual report summarizing code enforcement activities with counts of locations and hours will be submitted to department administration.
<b>Strategy 1D:</b>	Conduct a comprehensive risk assessment.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Create standards for fire- and non-fire risk evaluation during pre-incident survey by end-of-year 2015.</li> <li>2. Conduct an initial assessment of hazards within 12 months of standards being defined.</li> <li>3. Summarize the findings and share them with the department within 3 months of final assessment.</li> </ol>
<b>Leadership:</b>	Chief of Technical and Support Services; Senior Staff
<b>Review:</b>	An updated policy on pre-incident survey procedure and a written summary of the findings.
<b>Strategy 1E:</b>	Improve community education on emergency preparedness.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Identify ways to use social media and Fire Watch to educate the community on preparedness.</li> <li>2. Update website content on emergency preparedness.</li> </ol>
<b>Leadership:</b>	Chief of Technical and Support Services; CERT coordinator
<b>Review:</b>	Media releases and website updates regarding emergency preparedness.

<b>Goal 2: Be recognized in the community and throughout the region as a leader in excellence for fire and emergency service delivery.</b>	
<b>Strategy 2A:</b>	Maintain a Class 2 or higher rating with the Insurance Services Office.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Stay informed of ISO requirements via seminars and the internet.</li> <li>2. Monitor department compliance.</li> <li>3. Work with the ISO department of survey services to improve commercial property ratings by end of year 2015.</li> </ol>
<b>Leadership:</b>	Senior Staff
<b>Review:</b>	Hold an ISO rating of Class 2.
<b>Strategy 2B:</b>	Establish and strengthen community and regional partnerships.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Describe current involvement and identify additional opportunity with industry peers and professional networks by end-of-year 2015.</li> <li>2. Modify statements of understanding with support agencies to include conflict resolution procedure by end-of-year 2015.</li> </ol>



<b>Leadership:</b>	Chief of Technical and Support Services; Senior Staff
<b>Review:</b>	Written summary of organization memberships, positions chaired, conference/seminar attendance, and inter-agency agreements. In addition, revised MOUs with conflict resolution clause.
<b>Strategy 2C:</b>	Ensure compliance with nationally recognized standards for call processing, turnout, and response times.
<b>Tactics:</b>	1. Improve the analysis of response data and regularly share the results with the department.
<b>Leadership:</b>	Chief of Technical and Support Services
<b>Review:</b>	Twelve month summaries of performance at full staff meetings.

<b>Goal 3: Practice good leadership and governance.</b>	
<b>Strategy 3A:</b>	Maintain department rules, regulations, guidelines, and policies which meet industry best practices and current regulation.
<b>Tactics:</b>	1. Evaluate and revise the department's current "Rules and Regulations" and "Standard Operating Guidelines."
<b>Leadership:</b>	Senior Staff; Training Division; Chief of Operations; SOG Committee
<b>Review:</b>	All department rules, regulations, guidelines, and policies shall be reviewed, revised, updated, documented, and posted within 12 months.

<b>Goal 4: Implement a formal workforce development plan.</b>	
<b>Strategy 4A:</b>	Provide training and mentoring which promote career development and ensure peak performance.
<b>Tactics:</b>	<ol style="list-style-type: none"> <li>1. Prepare for department attrition by identifying potential career paths, encouraging mentorship, and creating a formal succession plan.</li> <li>2. Develop a training program that identifies and maintains basic job skills while also providing opportunities for advanced skill development and which is based in part on incident history.</li> <li>3. Improve the tracking of training hours and the management of certifications.</li> </ol>
<b>Leadership:</b>	Chief of Technical and Support Services; Training Division
<b>Review:</b>	Formal succession plan completed and distributed within 12 months; training will be summarized in the annual report.
<b>Strategy 4B:</b>	Create an employee health and wellness plan for personal development.

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<b>Tactics:</b>	1. Develop fitness standards. 2. Implement a health and wellness policy with the assistance of the Health and Wellness Committee.
<b>Leadership:</b>	Training Division; Senior Staff; Health and Wellness Committee
<b>Review:</b>	Complete and distribute fitness standards and a health and wellness policy by end-of-year 2015

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*Ongoing Initiatives*

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In the process of updating this Strategic Plan, it became apparent that several of the previous year's strategies which were achieved became ongoing initiatives which the department continues to implement and monitor.

1. Achieve and maintain status as an internationally accredited agency through the Center for Public Safety Excellence.
2. Foster open communication within the department.
3. Improve communications with the community.
4. Evaluate employees on clearly defined job-specific competencies.
5. Aggressively research and identify alternative funding opportunities.
6. Develop a process to attract and recruit a competent and diverse workforce.
7. Develop a long-term physical resources improvement plan to evaluate facilities, apparatus and equipment to ensure safe and efficient services.
8. Improve community preparation for and coordination during emergencies.
9. Provide high quality, efficient emergency communications.

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*Performance Measurement*

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Overall success of a strategic plan is not measured solely by accomplishment of initiatives. Instead, success is evident in the support of personnel, the cooperation of the authority having jurisdiction (City Council), and the satisfaction of the community served. Most importantly, services and programs will continue to benefit the community in a timely, efficient, and effective manner.

The Danville Fire Department has chosen to use a combination of the following measures to evaluate performance against the plan:

- **Inputs:** Number and capacity of physical resources and personnel available; budget and financial resources
- **Outputs:** Number and type of services provided
- **Efficiency:** Comparison of inputs to outputs
- **Service Quality:** Measure of customer satisfaction; comparison of
- **Outcomes:** Noticeable or measurable consequences associated with a program/service

To that end, Danville Fire Department is committed to reviewing the progress of initiatives annually and to publishing a revised strategic plan in 24 months.



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